



DF 404
Thriving in Change

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COURSE PURPOSE

The purpose of this course is to help the staff identify, understand, and cope with the many stages of change.

COURSE OBJECTIVES

The objectives of this course are to enable the participants to:

- List how people respond to change.
- Identify why people are resistant to change.
- List methods to facilitate change.
- List tips to survive change.

TARGET AUDIENCE

The target audience for this training includes all staff.

CONTENTS

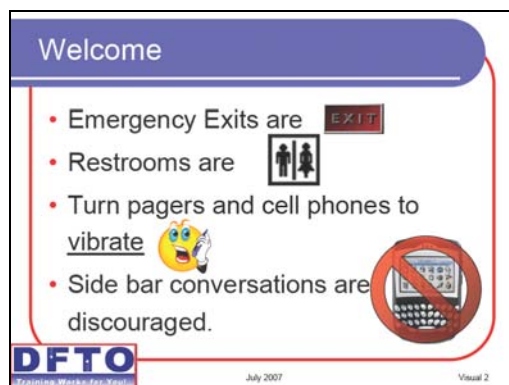
This course includes the following:

- Course Welcome and Overview
 - Activity: Ice Breaker/Introduction–What's changed?
- Definition of Change
- How people respond to change
- Why people resist change
- Stages of changes
- Facilitating change
- Change survival tips
- Course Summary and Evaluation

COURSE WELCOME AND OVERVIEW



This slide depicts an extinct dinosaur that could not change or evolve and a bird that did. Current evolution theory believes that birds are descended from reptilian ancestors nearly 200 million years ago. Birds are probably the closest living relatives of dinosaurs.



Notes:

Course Objectives

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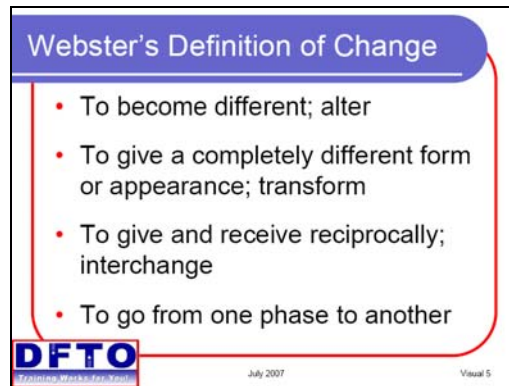
This course is intended to give you information on how people respond to change and provide you with some ideas on how to help yourself and others through change.

The changes that would occur most often at a Joint Field Office, are changing priorities, job responsibilities or duties and changes in the organizational structure, either through changes in leadership or team members.

Introductions

- Your name?
- Position in the organization?
- Where you are from?
- Your course expectation is?
- What changes have you experienced in the last 30 days?

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DEFINITION OF CHANGE

- In order to change, according to Webster, something must be altered.
- Transformation is not always a bad idea.
- Rarely do we look at change as a giving and receiving process.

Nature of Change

- Change, it never ends!
- Most change involves a sense of loss.
- We resist change.
- We feel stress during change.

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Notes:

Controllable Versus Uncontrollable

Controllable

- Items that we can influence or discuss and will be able to change.

Uncontrollable

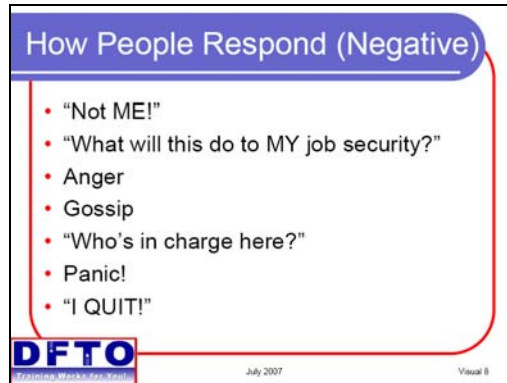
- Items that no matter what we do, we cannot control.

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- There are items that can be controlled and not controlled in a changing environment.
- Controllable items, we can influence or discuss with others or will be able to change (e.g., to get better clarification of a change, respond differently, or ask more questions).
- Uncontrollable items, no matter what we do, we cannot change them immediately (e.g., budget, timing, and personnel).

HOW PEOPLE RESPOND TO CHANGE (Negative)

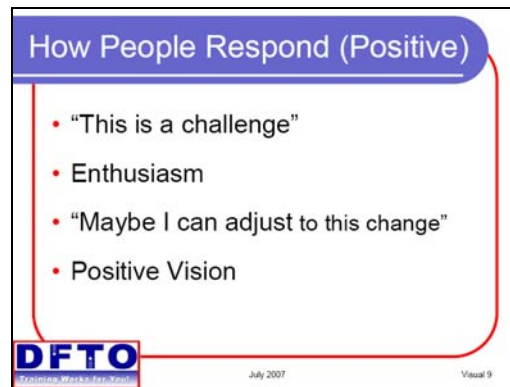


- "Not ME"** Someone else may be better suited for that Job or they may deny that they can do the job. Fear of the unknown.
- "What will this do to MY job security?"** - The change may be seen as a threat to their current job. May result in financial impact.
- Anger** Some people may become frustrated and may become angry causing increased stress.
- Gossip** Escalates during periods of change, as people feel a loss of control. Gossip is detrimental to the organization.
- "Who's in charge here?"** – People may question leadership, especially if they do not see the future results of the changes.
- Panic!** The normal routine has changed, people worry about how to proceed with the new job. They fear how the change will effect them personally and may become physically ill.
- "I QUIT"** People may quit rather than change.

What **physical or psychological effects** does change create?

Examples:

- Headaches
- Anxiety
- Appetite change
- Distrust
- Inability to get organized

HOW PEOPLE RESPOND TO CHANGE (Positive)

- "This is a challenge"** Some people view change as a challenge and are open to new ideas.
- Enthusiasm** Some people naturally approach life and its changes with enthusiasm.
- "Maybe I can adjust to the change"** – Some people remain open minded and after a period of time will accept the change.
- Positive Vision** Some people will look at the bigger picture and see the possibilities.

WHY PEOPLE RESIST CHANGE

Why people resist change?



Fear of Failure	People do not like to fail.
Habit	People are creatures of habit.
No need	People only see the change from their point of view and do not see the reason for the change.
Loss of Control	People may feel that they have lost control of their environment.
Closed Mind	"Don't confuse me with facts"
Unwilling to learn	People are resistant to try new routines.
Unknown	Something unfamiliar.
Concern	People may fear that the new change will not result in any improvement.



“What’s in it for me”

What will be the benefit to the individual.

“If it ain’t broke, don’t fix it”

The process/paperwork, or job has been working fine, why change?



Upbringing	Our attitudes may be based on our early years and how our families reacted to change.
Past Success/Failure	Our past experiences will influence how we accept change.
Outlook	People with high self-esteem and confidence will deal with change easier.
Control of Situation	People are more willing to accept the change if they feel that they have some control of the situation.
Age/Values	Some people will become more resistant to change as they age. Some people will value stability rather than change.
Job Satisfaction	People who have a high job satisfaction, adapt to changes easier.
Trust	In organizations where there is a high degree of trust, there is less resistance to change.
Communication	The more the change process is effectively communicated with the people involved, including the reasons behind the change, people are more likely to accept the change.

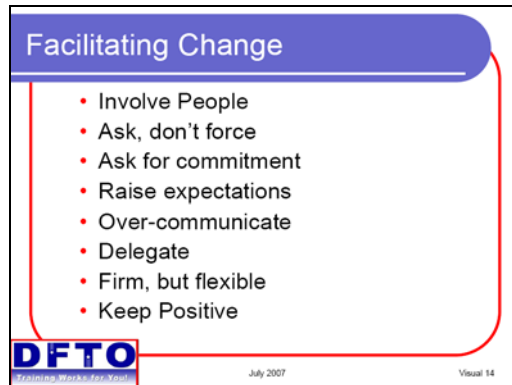
STAGES OF CHANGE



You can move through any one of these stages at any given time. No actual time frame is required to change stages.

- **Resistance Definition:** People begin to experience self-doubt. Productivity dips drastically and people are often upset and negative. Managers hear a lot of grumbling. Work-related absences multiply.
 - **Resistance Signs** – Anger, blame, anxiety, depression and even retirement on the job. “What is the difference? They don’t care anymore.”
- **Denial Definition:** The first response is numbness. The announcement does not sink in. Nothing happens. People continue to work as usual. It appears that productivity will continue and nothing will be affected.
 - **Denial Signs** – Withdrawal, business as usual, focus on the past, there’s activity, but not much gets done.
- **Exploration Definition:** Energy is released as people focus their attention on the future and toward the external environment once again. Another word for this phase is chaos. People are trying to figure out their new responsibilities.
 - **Exploration Signs** – Over preparation, confusion, chaos, energy. “Let’s try this and this and what about this . . .” Lots of energy and new ideas, but a lack of focus.
- **Commitment Definition:** Employees are ready to focus on a plan. They are willing to create a new mission and build action plans to make it work.
 - **Commitment Signs** – Employees begin working together. There is cooperation and a better focus. “How can we work on this?” Those who are committed are looking for the next challenge.

FACILITATING CHANGE



Involve People	Talk to them about the change, the sooner they hear about it from their leaders the easier it will be to guide them through the process. Involve the Positive and Negative informal leaders.
Ask, don't force	Ask people to assist with the change, get their input.
Ask for Commitment	Ask people to commit to the change and tell you of any problems.
Raise expectations	Coach the people to work smarter through the change.
Over-communicate	People will be hungry for any information as things change, you will not be able to tell them too much.
Delegate	You cannot do everything yourself, delegate work to others and give them a sense of involvement.
Firm, but flexible	See the change through, be prepared to adapt. Abandoning the change will cost more in the long run.
Keep positive	Remain upbeat, positive and enthusiastic, this will help motivate others.

SURVIVAL TIPS**Be Proactive**

Get to know the team, up and down the chain. This will help you relate to and work effectively with other team members.

Seek to learn

Every change brings an opportunity to learn something new.

Let it go-

Leave your baggage and ego at the door. Don't allow your past to hold you or your team members hostage.

Lighten up

Unless you are in combat, work in an Emergency Room or ride around in a vehicle with flashing red or blue lights, nothing at work is a life or death matter.

Listen more than you speak

We have two ears and one mouth for a reason. By listening more we may not put our foot into our mouth.

Never burn a bridge

Maintain your professional nature,

- you never know who is listening
- you never know when you may have to work with them again
- bad mouthing someone else demonstrates poor character and is a bad reflection on you.

Be Accountable

"Anyone who has never made a mistake has never tried anything new."



Albert Einstein

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COURSE SUMMARY AND EVALUATION

Please complete the end-of-course evaluation form.

Evaluation

Please take a few moments to fill out your Evaluation and hand them into the instructor.

Your input is important to us!

Thanks

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Please take a moment to complete the following items.
Your input may help to improve future training
sessions. Thank you!



Date of Course _____

Name of Instructor(s) _____ Disaster Number _____

1. The instructor was knowledgeable and well-prepared.

___ Strongly Agree ___ Agree ___ Disagree ___ Strongly Disagree

Comments: _____

2. The instructor provided time for questions and review and encouraged group participation.

___ Strongly Agree ___ Agree ___ Disagree ___ Strongly Disagree

Comments: _____

3. The instructor related the material to disaster work and used FEMA-related examples.

___ Strongly Agree ___ Agree ___ Disagree ___ Strongly Disagree

Comments: _____

4. Based on your Requestor/Supervisor/Program Manager's expectations from this course, will you be able to meet or exceed them? Why? Or why not?

5. Overall, how would you rate this course.

___ Excellent ___ Very Good ___ Good ___ Adequate ___ Poor

6. Please list additional training that would benefit your JFO work or benefit the JFO workforce in general.

